



Wisconsin Department of
Children and Families

Division of Milwaukee Child Protective Services Independent Monitoring Report

2022 Semi-Annual Report
January - June 2022

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Executive Summary and Highlights

The Wisconsin Department of Children and Families (DCF) and its Division of Milwaukee Child Protective Services (DMCPS) are focused on achieving long lasting results that improve the safety, permanency and well-being of children and families in Milwaukee County. Therefore, DCF and DMCPS have identified and implemented strategic actions to enhance performance in these outcomes and to support the workforce. DCF is committed to reporting information on these areas semi-annually¹. During the six-month period from January through June 2022, DMCPS performed the following:

Access and Initial Assessment

- **7,336** Child Protective Service Reports (CPS) Reports were received of which **3,497 (47.7%)** were screened-in for further assessment / investigation.
- A total of **3,146** Initial Assessments and **60** Independent Investigations were completed.

Safety

- The child welfare agencies made face-to-face contact on **9,623 (94.9%)** of the expected **10,141** (cumulative total) monthly face-to-face contacts.
- Of the **40** children who re-entered out-of-home care (OHC), **21 (52.5%)** re-entered within 12 months.
- **One** child in OHC was substantiated for maltreatment by their provider.

Permanency

- Of the **393** children discharged from an OHC episode, **87 (22.1%)** were in OHC for 12 months or less.
- On a six-month average, **1,561** of **1,851 (84.3%)** children in OHC were placed in a Family Like setting.
- Of the monthly average of **1,851** children in OHC, **722 children (39.0%)** were in OHC for 24 months or more.

Well-being

- On average per month, **1,541** of **1,835 children (84.0%)** were current with their annual medical exams.
- On average per month, **981** of **1,489 children (65.9%)** were current with their annual dental exams.

Workforce

- At the start of 2022, there were **128** child welfare case management staff. During the first six-months, **46** staff were hired and **42** staff separated employment, resulting in a **24.1%** staff turnover rate.
- When looking at a six-month average, **81** of **129 (62.8%)** case carrying Child Welfare Case Managers had more than 15 children on their caseload.

Historical Settlement Measures

- After a successful partnership between DCF and Children's Rights, Inc. (CRI), Chief U.S. District Judge Pamela Pepper signed an order on September 29, 2021, that dismissed the Settlement Agreement. As jointly agreed upon, DCF will report all Settlement Agreement measures through the end of calendar year 2022.
- Placement Stability, defined as the percent of children in OHC with three or fewer placements during the previous 36 calendar months of their current episode, was **87%**.

This report is a cumulative performance summary for DMCPS. Changes in the data between this report and prior reports reflect updates due to validation procedures as well as changes in reporting structure.

¹ This report combines information historically included in the Quarterly Performance Report as part of the Corrective Action Plan and the Jeanine B. v. Evers Settlement Agreement. The Settlement Agreement measures were formally dismissed on September 29, 2021.

Table of Contents

1. Introduction
2. Access and Initial Assessment / Independent Investigations
 - 2.1 CPS Reports - Volume and Response Time
 - 2.2 Initial Assessments / Independent Investigations - Completed and Pending
3. Safety
 - 3.1 Face-to-Face Contact
 - 3.2 Re-entry
 - 3.3 Maltreatment in Out-of-Home Care
4. Permanency
 - 4.1 Permanency Outcomes
 - 4.2 Placement Groups
 - 4.3 Length of Stay
 - 4.4 Foster Homes
 - 4.5 Adoption and Safe Family's Act (ASFA) Timeliness
5. Well-being
 - 5.1 Annual Medical Exam
 - 5.2 Annual Dental Exam
6. Workforce
 - 6.1 Child Welfare Case Manager (CWCM) Turnover
 - 6.2 OCMs with a Caseload of More than 15 Children
7. Historical Settlement Measures (Most Recent Five Years)
 - 7.1 Placement Stability
 - 7.2 ASFA Timeliness
 - 7.3 Belated ASFA
 - 7.4 Length of Stay
 - 7.5 Reunification
 - 7.6 Adoption
 - 7.7 Maltreatment
 - 7.8 Independent Investigations (Ind Inv) Timely Sent by DMCPS to Ind Inv Agency
 - 7.9 Independent Investigation Agency Timely Assign to Staff
 - 7.10 Independent Investigation Agency Timely Determination
 - 7.11 Caseload Size
 - 7.12 Face-to-Face Contact
 - 7.13 Assessment Centers
 - 7.14 Initial Family Assessments
 - 7.15 Initial Health Screens
 - 7.16 Placement Packets to Foster Parents
 - 7.17 Annual Medical Exam
 - 7.18 Annual Dental Exam
 - 7.19 Initial Permanency Plans
 - 7.20 Permanency Plan Reviews
 - 7.21 Re-Entry
 - 7.22 Child Welfare Case Manager Turnover
 - 7.23 Children per Caseload

1. Introduction

The DMCPs Independent Monitoring Report (IMR) provides pertinent information on key areas of the child welfare system in Milwaukee County. This expands on information historically included in the Jeanine B. Settlement Agreement (SA) and includes data about Access, Initial Assessments, Independent Investigations, outcomes related to Safety, Permanency, and Well-being, and information about the workforce. The IMR is intended to serve as a mechanism for maintaining transparency to both internal and external stakeholders while providing information about the overall functioning of Milwaukee County’s child welfare system. The IMR will continue to include previous Settlement Agreement measures through the end of calendar year 2022.

2. Access and Initial Assessment / Independent Investigations

2.1 CPS Reports - Volume and Response Time

Figure 1 shows the number of screened-in and screened-out CPS Reports by month. On a six-month average, DMCPs received **1,223** CPS Reports per month and screened-in **583** reports per month for further assessment / investigation for an average screen-in rate of **47.7%**. The increase in screened-in CPS Reports and increase in screen-in rate increased the Initial Assessment caseload. Figure 1 shows that the highest number of monthly referrals (**1,363**) was received in May 2022, which is the end of the school year.

Figure 1: CPS Reports (Screened-in and Screened-out) Received by Month

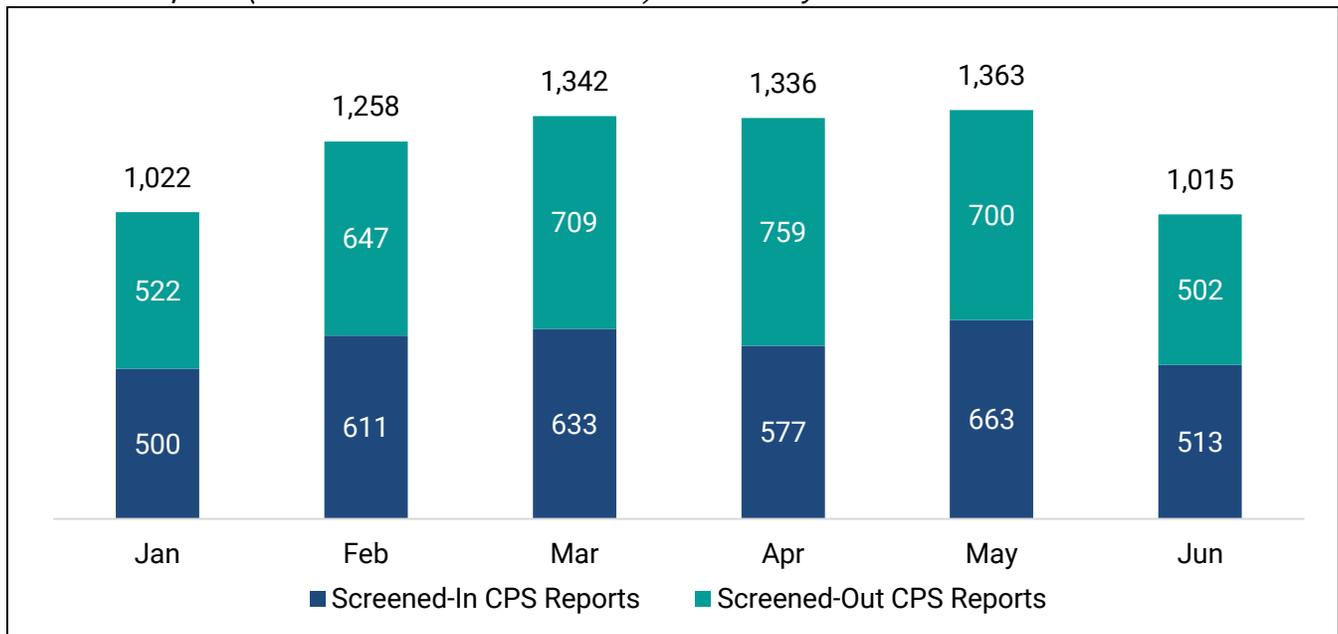


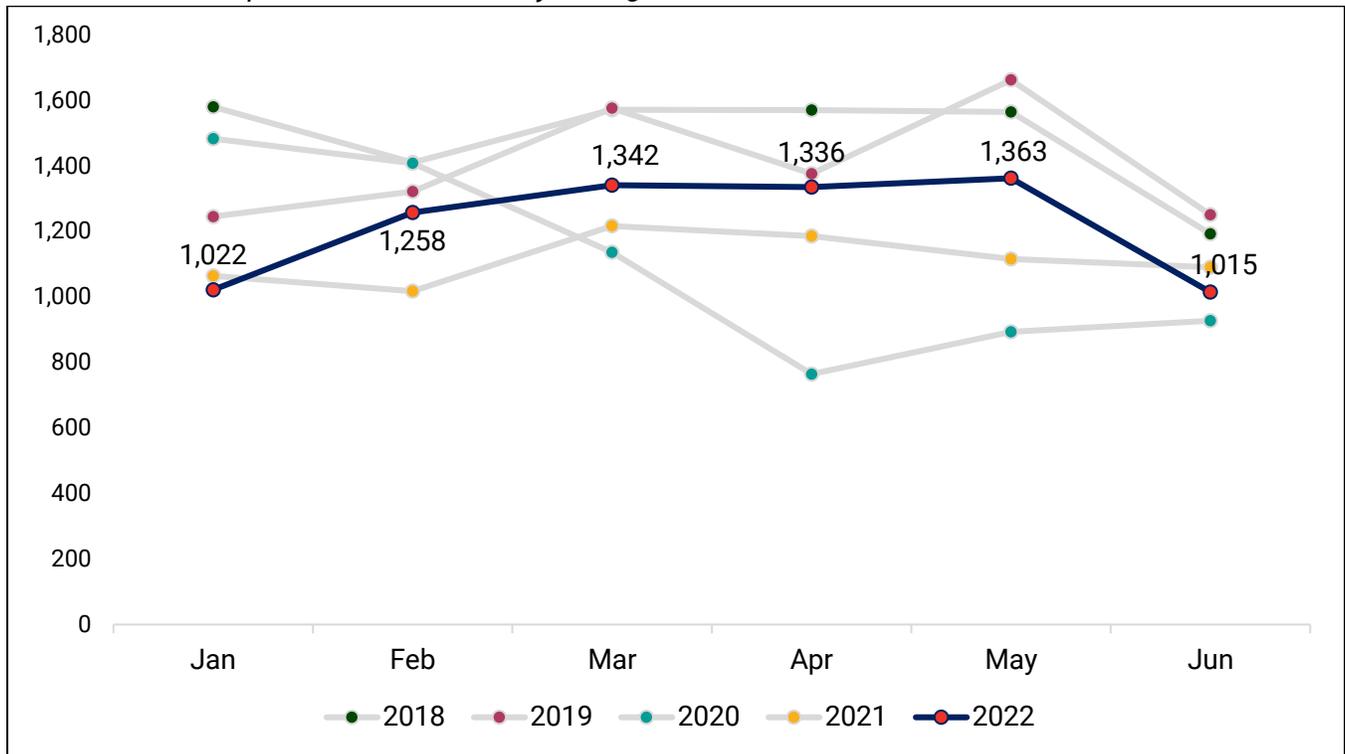
Table 1 shows the response time (by percentage) of CPS Reports that were screened-in. An average of **23.2%** of CPS Reports were screened-in with a same day response time, and an average of **55.6%** were screened-in with a response time of within five business days. These rates are consistent with those from the most recent six-month period, July-December 2021.

Table 1: Percentage of CPS Reports by Response Time by Month

Response Time	Jan	Feb	Mar	Apr	May	Jun
Same Day	21.8%	22.3%	22.9%	25.6%	24.0%	22.0%
Within 24-48 Hours	23.0%	20.1%	23.4%	20.3%	20.1%	20.9%
Within Five Business Days	55.2%	57.6%	53.7%	54.1%	56.0%	57.1%

Figure 2 shows the total number of CPS Reports received between January and June over the last five years (2018 – 2022).

Figure 2: Total CPS Reports Received January through June, 2018 – 2022



From January through June 2022, DMCPs received **7,336** unique CPS Reports. This is a **4.6%** increase when compared to the most recent six-month period, July-December 2021, and a **9.6%** increase when compared to the same time frame in the previous year, January-June 2021. The observed volume in 2022 was less than the observed volume in 2018 and 2019 but was greater than the observed volume in 2020 and 2021.

2.2 Initial Assessments and Independent Investigations - Completed and Pending

A total of **3,146** Initial Assessments and **60** Independent Investigations were completed between January and June 2022. Combined, this is **16.2%** greater than the same time frame in 2021, and **9.1%** greater when compared to the most recent six-months. An average of **524** Initial Assessments and **10** Independent Investigations were completed by an average of **73** and **3** staff, respectively. Table 2 shows the number of staff (DMCPs and PSG / CIP) who completed Initial Assessments and Independent Investigations per month.

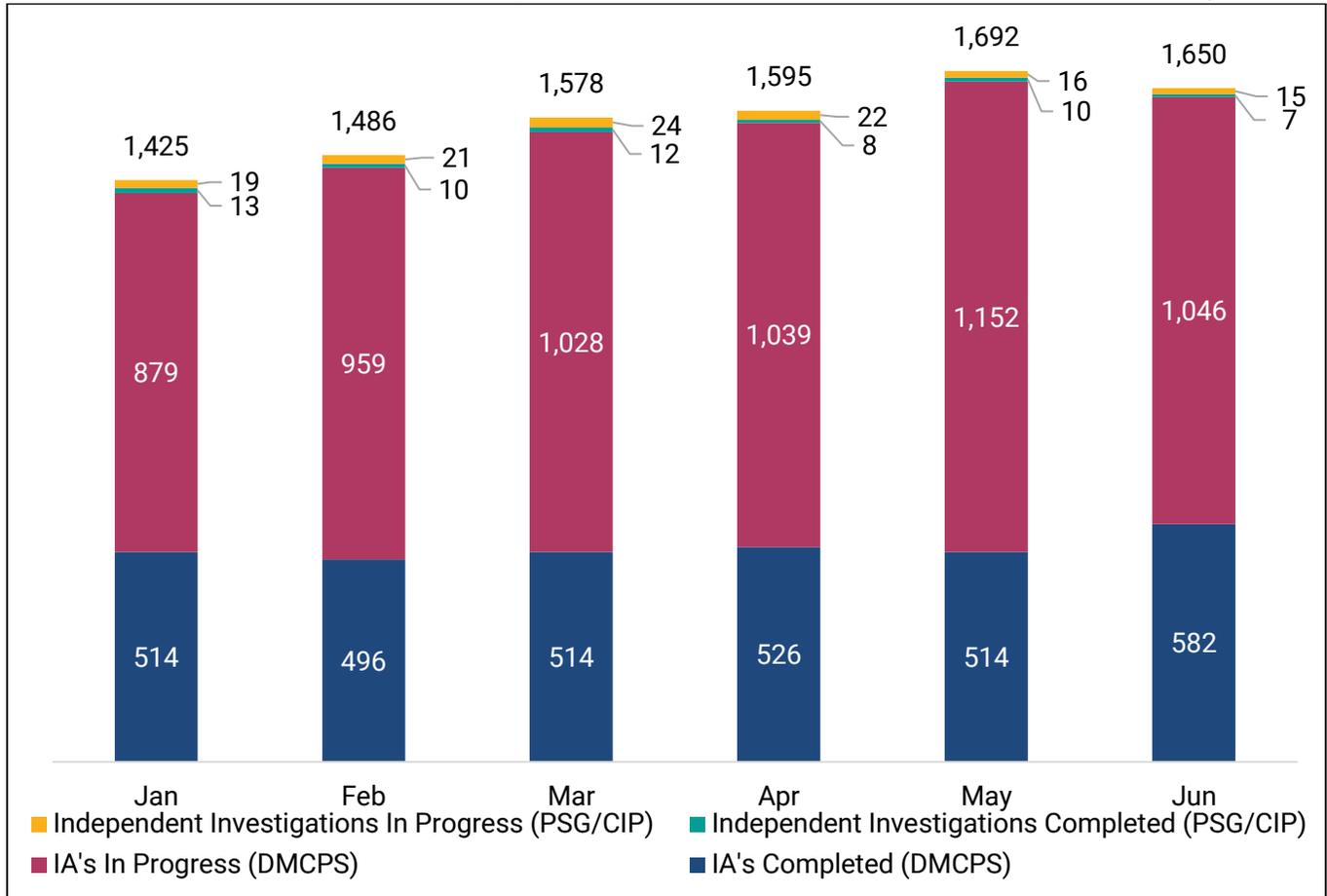
Table 2: Number of Staff Completing Initial Assessments / Independent Investigations by Month

Initial Assessments Independent Investigations	Jan	Feb	Mar	Apr	May	Jun
DMCPs IAS	73	73	77	73	71	71
PSG / CIP Staff ²	3	3	3	3	3	3
Total	76	76	80	76	74	74

²Professional Services Group (PSG) / Community Impact Programs (CIP) staff conduct Independent Investigations on behalf of DMCPs.

Figure 3 shows the number of completed and pending Initial Assessments (IA's). and Independent Investigations. The increase in monthly volume is consistent with seasonal variations related to the end of the school year.

Figure 3: Number of Completed and Pending Initial Assessments and Independent Investigations by Month



3. Safety

3.1 Face-to-Face Contact by the Child Welfare Agencies

There were **10,141** (cumulative total) expected monthly face-to-face contacts of which **9,623 (94.9%)** were completed by the child welfare agencies. Table 3 shows the number of expected and completed face-to-face contacts and the percent of completed face-to-face contact by month.

Table 3: Number of Expected and Completed Face-to-Face Contact by Month

Face-to-Face Contact	Jan	Feb	Mar	Apr	May	Jun
Expected	1,699	1,682	1,675	1,686	1,714	1,685
Completed	1,622	1,567	1,592	1,612	1,622	1,608
% Received Contact	95.5%	93.2%	95.0%	95.6%	94.6%	95.4%

3.2 Re-Entry

Forty children re-entered OHC between January and June 2022. This is six less children than the previous six-month period. Of the 40 children who re-entered OHC, **21 (52.5%)** re-entered within 12 months of discharge from the prior episode. Table 4 shows the number of re-entries by grouping months between discharge and re-entry.

Table 4: Number and Percent of Re-Entries by Grouping of Time Before Re-Entry and by Month

Time Before Re-Entry Group	Jan	Feb	Mar	Apr	May	Jun	Total	Percentage	Cumulative Percentage
0 - 2 Months	0	0	2	1	0	2	5	12.5%	12.5%
3 - 6 Months	1	0	0	1	1	3	6	15.0%	27.5%
7 - 9 Months	0	2	0	0	4	0	6	15.0%	42.5%
10 - 12 Months	0	3	0	0	1	0	4	10.0%	52.5%
After 12 Months	3	2	1	5	4	4	19	47.5%	100%
Total	4	7	3	7	10	9	40	100%	

3.3 Maltreatment in Out-of-Home Care

One child in OHC was substantiated for maltreatment by their provider. Table 5 shows the month, child's age, maltreatment type, and the maltreater's relationship to the victim.

Table 5: Summary of Substantiated Maltreatment by Provider to Child(ren) in OHC by Month

Child Victim	Month	Child's Age at Time of Incident	Maltreatment Type	Maltreater Relationship to Victim
1	Jan	11	Sexual Abuse	Licensed Treatment Foster Home (Non-Relative)

4. Permanency

4.1 Permanency Outcomes

Table 6 shows the length of time that children were in OHC prior to discharge by grouping months. Of the **395** children who discharged from an OHC episode, **87 (22.0%)** were in OHC less than 12 months. From January-June 2022, a total of **175 (44.3%)** children were reunified, a Transfer of Guardianship (TOG) occurred on **76 (19.2%)** children, and **96 (24.3%)** children were adopted.

Of the **175** children who reunified, **70 (40.0%)** reunified within 12 months of entering OHC, which is the lowest percentage since this has been reported dating back to 2003³. There are several possible contributing factors to this performance (e.g., a decrease in children being placed in OHC, an increase in children being maintained in their home, service array, court schedules, staff turnover, etc.). This indicator typically informs performance in other areas including length of stay and additional permanency outcomes (e.g., ASFA performance).

Table 6: Number of Children Exiting OHC, by Discharge Type and Grouping of Length of Time in OHC

Discharge Reason	<= 1 Month	2 - 3 Months	4 - 6 Months	7 - 9 Months	10 - 12 Months	13 - 24 Months	25 - 36 Months	37 - 48 Months	>= 49 Months	Total
Reunification	18	11	13	20	8	38	53	10	4	175
Guardianship	0	0	1	0	2	27	26	10	10	76
Adoption	0	0	0	3	1	22	25	20	25	96
Other *	3	0	5	1	1	9	6	6	17	48
Total	21	11	19	24	12	96	110	46	56	395

*Other includes Age of Majority, Death of a Child, Custody Transfer, Missing from OHC

4.2 Placement Groups

³ Reunification in 12 months of placement in OHC was a Settlement Agreement measure; the final performance standard was 71%. DMCPs met this performance standard for two consecutive six-month periods (July-December 2011 and January-June 2012).

A six-month average of **1,851** children were in OHC between January and June 2022. The placement types were divided into three groups: Family Like (Foster Home, Kinship Care, Treatment Foster Home, Trial Reunification), Congregate Care (Group Home, Residential Care Center, Shelter), and Other (Detention, Institution, Missing from OHC, Supervised Independent Living). Figure 4 shows the number of children in placement groups by month. On a six-month average, **84.3%** of children in OHC were placed in a Family Like setting, and **10.3%** were placed in Congregate Care. This is consistent with the previous six-month time frame.

Figure 4: Total Number of Children in OHC by Placement Group (Family Like, Congregate Care, Other) by Month

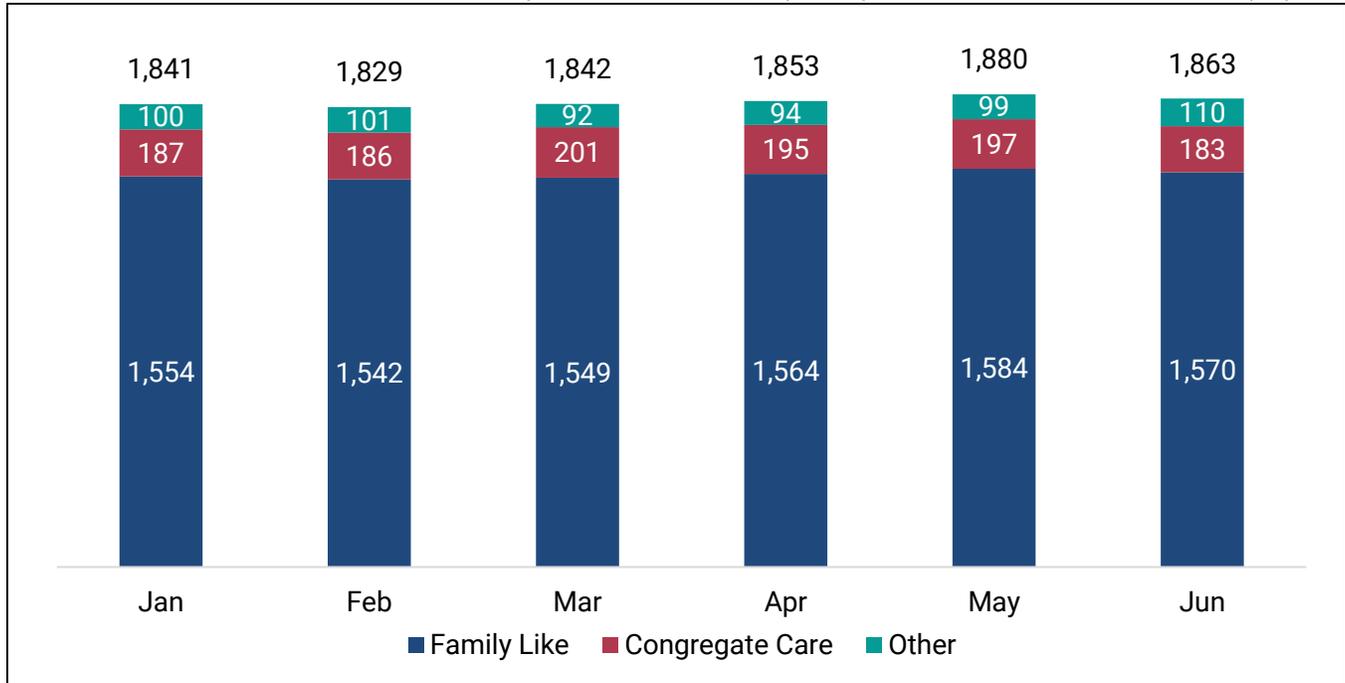


Table 7 shows the number of children in placement groups, by grouping of ages and months.

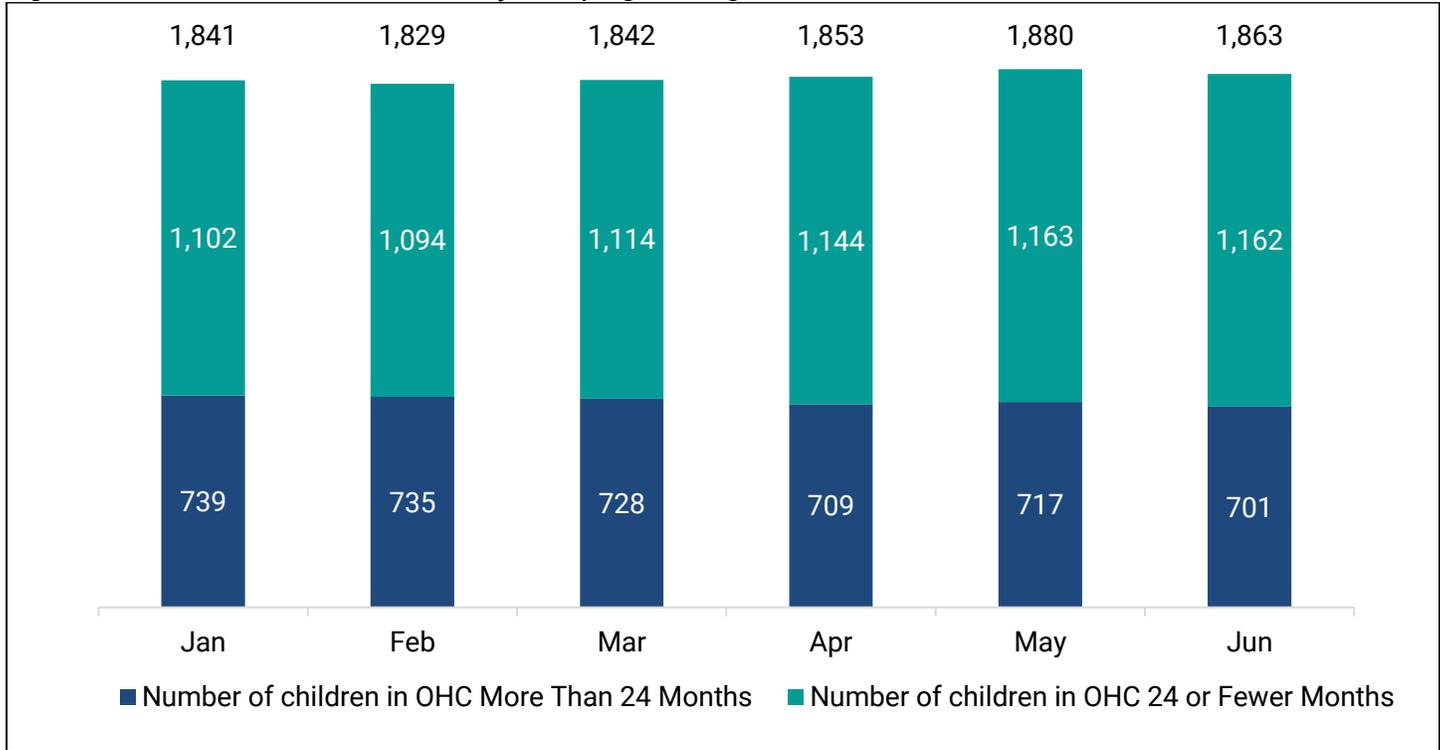
Table 7: Number of Children in OHC by Grouping of Placement Groups by Age Groupings, and by Month

Placement Groups /Ages of Children	Jan	Feb	Mar	Apr	May	Jun	6-Month Average
Family Like	1,554	1,542	1,549	1,564	1,584	1,570	1,561
0 to 2	461	454	449	445	448	435	449
3 to 4	270	264	259	272	269	263	266
5 to 11	537	539	559	557	574	570	556
12 to 15	197	197	197	205	210	225	205
16+	89	88	85	85	83	77	85
Congregate Care	187	186	201	195	197	183	192
5 to 11	9	9	7	7	7	7	8
12 to 15	85	84	99	95	101	88	92
16+	93	93	95	93	89	88	92
Other	100	101	92	94	99	110	99
0 to 2	1	2	1	1	3	3	2
5 to 11	0	0	1	0	0	1	0
12 to 15	28	24	23	24	28	31	26
16+	71	75	67	69	68	75	71
Totals	1,841	1,829	1,842	1,853	1,880	1,863	1,851

4.3 Length of Stay

On average per month, **722 (39.0%)** children were in OHC more than 24 months. This is consistent with the previous six-month time frame. Figure 5 shows the total number of children who were in OHC broken out by the number in care for 24 months or less, and more than 24 months.

Figure 5: Number of Children in OHC by Grouping of Length of Time in OHC



4.4 Foster Homes

The six-month average number of foster homes was **585**, of which **98** providers were newly licensed as foster homes and **116** providers' foster home licenses were closed. The number of foster homes decreased every month during this reporting period and continued a trend from the prior six-month reporting period (there were 632 foster homes in July 2021). The number of foster homes at the end of this reporting period (June 30, 2022) was the lowest number of homes open at the end of the month dating back to January 1, 2012⁴. Table 8 shows the number of providers licensed as new foster homes, the number of providers closed, and the resulting monthly number of foster homes.

Table 8: Number of Foster Homes by Month

Foster Homes	Jan	Feb	Mar	Apr	May	Jun
Foster Homes	600	595	585	580	580	571
New Foster Homes	20	13	14	19	18	14
Closed Foster Homes	13	16	23	23	19	22

4.5 Adoption and Safe Family's Act (ASFA) Timeliness

A total of **230** children were in OHC for at least 15 months of the most recent 22 months. This is **26** less children than the prior six-month time frame. Of the **173** children, (**75.2%**) met the contract ASFA requirements through:

⁴ There were 607 Total Open Homes on January 31, 2012. This is when the DMCPs Foster Homes started getting tracked in this manner. The high was 740 Total Open Foster Homes in April 2018.

- a termination of parental rights (TPR) petition filed with the court,
- an allowable ASFA exception documented, or
- a TPR referral submitted to the Children’s Court.

Table 9 provides information on the number of children reaching at least 15 months of the most recent 22 months in OHC, the number of children who met ASFA / contract requirements, and the percent ASFA / contract compliant.

Performance has decreased 18.6% when comparing January-June 2022 to the prior six-month time frame.

Table 9: ASFA Information (Number of Children in OHC for at least 15 of the most recent 22 Months, with Exceptions Documented / TPRs Filed, and with TPR Referrals Submitted)

ASFA – 2022	Jan	Feb	Mar	Apr	May	Jun
Number of Children Reaching 15 of 22 Months in OHC	48	32	43	32	45	30
Number of Children with Allowable Exception or TPR Filed	32	26	31	15	29	26
Number of Children with TPR Referral Submitted	3	1	5	2	2	1
Percent of Children ASFA Compliant	72.9%	84.4%	83.7%	53.1%	68.9%	90.0%

5. Well-being

5.1 Annual Medical Exam

On average per month, **1,541** of **1,835** children (**84.0%**) were current with their annual medical exams. Table 10 provides the percent of completed annual medical exams.

Table 10: Number of Expected and Completed Annual Medical Exams by Month

Medical Exams	Jan	Feb	Mar	Apr	May	Jun
Number of Medical Exams Due	1,840	1,820	1,811	1,823	1,848	1,869
Number of Medical Exams Completed	1,558	1,530	1,528	1,519	1,533	1,576
Percent of Due Medical Exams that were Completed	84.7%	84.1%	84.4%	83.3%	83.0%	84.3%

5.2 Annual Dental Exam

On average per month, **981** of **1,489** children (**65.9%**) were current with their annual dental exams. Table 11 provides the percent of completed annual dental exams.

Table 11: Number of Expected and Completed Annual Dental Exams by Month

Dental Exams	Jan	Feb	Mar	Apr	May	Jun
Number of Dental Exams Due	1,489	1,470	1,472	1,479	1,517	1,508
Number of Dental Exams Completed	1,014	987	983	961	966	977
Percent of Due Dental Exams that were Completed	68.1%	67.1%	66.8%	65.0%	63.7%	64.8%

6. Workforce

6.1 Child Welfare Case Manager Turnover

On January 1, 2022, there were **128** child welfare case management staff. This is significantly less than the child welfare case management staff on January 1, 2021 (174) and marks a 26.4% decrease in case management staff from 2021 to 2022. For the first six-months of 2022, **46** staff were hired and **42** staff separated employment, resulting in a **24.1%** staff turnover rate⁵. Although the turnover rate appears to be improving (it is an annual measure), there are not enough Child Welfare Case Managers (CWCM) to manage the workload based on the number of children in out-of-home care. Table 12 provides the monthly number of staff hired, number of staff separating employment, and the semi-annual turnover rate.

Table 12: Number of Staff at the Start and End of the Month, the Hires and Separations by Month and the Annual Turnover Rate

Child Welfare Case Managers	Jan	Feb	Mar	Apr	May	Jun
Start of Month	128	128	130	128	121	122
Hires	9	9	4	1	10	13
Separations	9	7	6	8	9	3
Turnover %						24.1%

6.2 Child Welfare Case Managers with a Caseload of More than 15 Children

When looking at a six-month average, **81 of 129 (62.8%)** case carrying CWCMs had more than 15 children on their caseload. This percentage remains elevated but is less than the prior six-month time frame. Table 13 contains the monthly totals for CWCMs carrying a caseload, the number, and percent of staff with more than 15 children on their caseload.

Table 13: Number and Percent of OCMs with a Caseload of More than 15 Children by Month

Caseloads with More than 15 Children	Jan	Feb	Mar	Apr	May	Jun
CWCMs Carrying Cases	123	129	129	134	129	132
CWCMs with Caseload of More than 15 Children	89	87	83	80	74	75
% of CWCMs with Caseloads of More than 15 Children	72.4%	67.4%	64.3%	59.7%	57.4%	56.8%

⁵ Turnover rate as defined in the dismissed Settlement Agreement measure

7. Historical Settlement Measures (Most Recent Five Years)

Historical Settlement Measures	CY 2018	CY 2019	CY 2020	CY 2021	YTD 2022
<i>7.1 Placement Stability</i>	88%	89%	87%	88%	87%
<i>7.2 ASFA Timeliness</i>	89%	83%	87%	90%	69%
<i>7.3. Belated ASFA</i>	0%	100%	100%	90%	75%
<i>7.4 Length of Stay</i>	12%	12%	12%	13%	13%
<i>7.5. Reunification</i>	63%	49%	47%	46%	40%
<i>7.6. Adoption</i>	33%	25%	26%	32%	27%
<i>7.7. Maltreatment</i>	0.12%	0.23%	0.22%	0.24%	0.04%
<i>7.8 Independent Investigations (Ind Inv) Timely Sent by DMCPs to Ind Inv Agency</i>	99%	98%	97%	98%	100%
<i>7.9 Ind Inv Agency Timely Assign Staff</i>	99.5%	100%	100%	100%	100%
<i>7.10 Ind Inv Agency Timely Determination</i>	100%	98%	100%	100%	99%
<i>7.11 Caseload Size</i>	8	9	8	9	10
<i>7.12 Face-to-Face Contact</i>	98%	98%	97%	96%	95%
<i>7.13 Assessment Centers</i>	96%	95%	98%	98%	96%
<i>7.14 Initial Family Assessments</i>	85%	85%	95%	94%	86%
<i>7.15 Initial Health Screens</i>	93%	92%	90%	93%	91%
<i>7.16 Placement Packets to Foster Parents</i>	90%	94%	90%	87%	78%
<i>7.17 Annual Medical Exam</i>	93%	93%	89%	88%	84%
<i>7.18 Annual Dental Exams</i>	83%	81%	72%	71%	66%
<i>7.19 Initial Permanency Plans</i>	85%	81%	83%	69%	64%
<i>7.20 Permanency Plan Reviews</i>	95%	95%	94%	97%	98%
<i>7.21 Re-Entry</i>	7%	7%	7%	6%	5%
<i>7.22 Child Welfare Case Manager Turnover</i>	33%	34%	25%	46%	24%
<i>7.23 Children per Caseload</i>	13.4	14.2	13.4	14.5	15.0

Historical Settlement Measures - Numbers Behind the Settlement Measurements

7.1 Placement Stability

Of the 10,231 (cumulative total) children in OHC, 8,852 (87 percent) had three or fewer placements.

7.2 ASFA Timeliness

Of the 230 children reaching 15 of the last 22 months in OHC, 159 (69 percent) children had a Termination of Parental Rights (TPR) petition filed or an allowable ASFA exception documented.

7.3 "Belated" ASFA Compliance

Of the 8 children in DMCPSC custody for more than 15 of the last 22 months in OHC without a TPR petition previously filed or an allowable exception indicated, 6 children (75 percent) belatedly had a TPR petition filed, or an allowable exception documented.

7.4 Length of Stay

On average each month, 724 (13 percent) children in DMCPSC OHC were in care for 24 or more months (measured against the baseline of 5,533 children).

7.5 Reunification

Of the 175 children reunified with parents or caretakers, 70 (40 percent) were reunified within 12 months of entry into OHC.

7.6 Adoption

Of the 96 children with a finalized adoption, 26 (27 percent) of the finalizations occurred within 24 months of the child's entry into care.

7.7 Maltreatment

Of the 2,235 children in an OHC placement, 1 child (0.04 percent) was the victim of child abuse or neglect by staff of a facility required to be licensed (one child in a treatment foster home).

7.8 Independent Investigations (Ind Inv) Timely Sent by DMCPSC to Ind Inv Agency

Of the 60 reports referred to the independent investigation agency, 60 (100 percent) were referred within three business days.

7.9 Independent Investigation Agency Timely Assign Staff

Of the 60 reports referred for independent investigation, 60 (100 percent) were assigned to an independent investigator within three business days of the referral from DMCPSC.

7.10 Independent Investigation Agency Timely Determination

Of the 70 investigations completed by the independent investigative agency, 69 (99 percent) of the determinations were completed within 60 days of receipt of the referral.

7.11 Caseload Size

DMCPSC shall ensure Child Welfare Case Managers caseloads not exceed 11 families per case carrying manager [per site]. Compliance with this provision at any given point in time is measured by averaging the current monthly caseload average with the corresponding averages for the preceding two months. Performance was between 9.6 cases and 10.4 cases per Child Welfare Case Manager (see table 14 below).

Table 14: The Number of Cases and Child Welfare Case Managers with the Monthly Performance Average of Cases per Child Welfare Case Manager.

	Nov 2021	Dec 2021	Jan	Feb	Mar	Apr	May	Jun
Open Cases			1,378	1,367	1,378	1,377	1,387	1,400
Active OCM			143	142	141	144	144	144
Monthly Average	10.5	11.1	9.6	9.6	9.8	9.6	9.6	9.7
Performance			10.4	10.1	9.7	9.7	9.7	9.6

7.12 Face-to-Face Contact

Of the 10,141 (cumulative total) expected monthly face-to-face contacts, 9,623 (95 percent) were achieved.

7.13 Assessment Centers

Of the 79 placement episodes in an assessment center, 76 (96 percent) were within the established timelines.

7.14 Initial Family Assessments

Of the 231 required family assessments, 198 (86% percent) were completed within 90 days.

7.15 Initial Health Screens

Of the 317 expected initial health screens, 290 (91 percent) were completed within five business days.

7.16 Placement Packets to Foster Parents

Of the 50 children in the sample who changed placements or experienced their first placement, 39 providers (78 percent) received and signed a copy of the Information for Foster Parent’s Face Sheet and Checklist.

7.17 Annual Medical Exam

On average each month, 1,541 of 1,835 children (84 percent) were current with their annual medical exams.

7.18 Annual Dental Exam

On average each month, 981 of 1,489 children (66 percent) were current with their annual dental exams.

7.19 Initial Permanency Plans

Of the 330 Initial Permanency Plans, 211 (64 percent) were completed within 60 days.

7.20 Permanency Plan Reviews

Of the 1,957 scheduled Annual and Administrative Permanency Plan Reviews, 1,922 (98 percent) were conducted.

7.21 Re-Entry

Of the 394 children who entered OHC, 21 children (5 percent) entered care within 12-months of a prior OHC episode.

7.22 Child Welfare Case Manager Turnover

At the start of 2022, there were 128 Child Welfare Case Managers. During the year, 42 Child Welfare Case Managers separated from their position and 46 were hired.

7.23 Children Per Caseload

On average each month, 143 Child Welfare Case Managers worked with an average of 2,147 children.

The Department of Children and Families is an equal opportunity employer and service provider. If you have a disability and need to access services, receive information in an alternate format, or need information translated to another language, please contact DCF's Communications Director, Gina Paige at: GinaM.Paige@Wisconsin.gov. Individuals who are deaf, hard of hearing, deaf-blind or speech disabled can use the free Wisconsin Relay Service (WRS) – 711 to contact the department.